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Electronic Document Submission Title Page

Contract No.:	278-C-00-02-00210-00
Contractor Name:	Chemonics International, Inc.
USAID Cognizant Technical Office:	Office of Economic Opportunities USAID Jordan
Date of Product/Report:	November 2004
Product/Document Title:	Mentorship Program Establishment Support with YEA Final Report
Author's Name:	Anne Beckley, Making Cents International
Activity Title and Number:	Achievement of Market-Friendly Initiatives and Results Program (AMIR Program) WAEDAT Mentoring Program 7337.1.15
Name and Version of Application Software Used to Create the File:	MS Word
Format of Graphic and/or Image File:	N/A
Other Information:	N/A

Contract No.: 278-C-00-02-00210-00

Contractor Name: Chemonics International, Inc.

USAID Cognizant Technical Office: Office of Economic Opportunities
USAID Jordan

Date of Report: May 4, 2005

Document Title: Mentorship Program Establishment
Support with YEA
Final

Author's Name and/or subcontractor(s): Anne M. Beckley, Making Cents International

Activity Title and Number: Achievement of Market-Friendly Initiatives and
Results Program (AMIR Program)

WAEDAT Mentoring Program
Enhanced Competitiveness Initiative (ECI)
Task No. 7337.1.15

Mentorship Program Establishment Support with YEA
Final
May 2005

The author's views expressed in this publication do not necessarily reflect the views of the United States Agency for International Development or the United States Government.

DATA PAGE

Name of Component:	Enhanced Competitiveness Initiative
Author:	Anne M. Beckley
Practice Area:	Business Development Services
Service Offering:	N/A
List of Key Words Contained in Report:	Mentor Mentoring Microenterprise Entrepreneur Protégé

ABSTRACT

The Women's Access to Entrepreneurship Development and Training Program (WAEDAT) is being implemented to address the need for comprehensive support to female entrepreneurs in Jordan. A collaborative partnership has been established between the Young Entrepreneurs Association of Jordan (YEA) and the WAEDAT program to achieve the implementation of a successful mentoring program for entrepreneurs in Jordan. Both the YEA and WAEDAT organizations have members who can benefit and grow from the guidance of an experienced mentor. Mentors, experienced entrepreneurs and business professionals, will be matched with protégés, entrepreneurs who desire to further develop their business skills, knowledge and network. The Young Entrepreneurs Association of Jordan (YEA) is the primary partner to develop and implement the mentoring program. This report is the follow up on the mentoring implementation plan established for YEA in the previous report, "Establishing a Mentoring Program Initiative to Serve Entrepreneurs in Jordan" of December, 2004. The focus of this consultancy was to train the YEA and WAEDAT staff on the implementation and operations of an entrepreneurial mentoring program. The YEA Mentoring Program Handbook for operations from the December, 2004 report was used as the guide for this training.

ABBREVIATIONS AND ACRONYMS

AMIR	Achievement of Market-friendly Initiatives and Results Program
CC	Consolidated Consultants
JFBPW	Jordan Forum for Business and Professional Women-Amman
JOHUD	The Jordanian Hashemite Fund for Human Development
SBDC	Small Business Development Center
USAID	United States Agency for International Development
WAEDAT	Women's Access to Entrepreneurship Development and Training Program
YEA	Young Entrepreneurs Association

TABLE OF CONTENTS

Executive Summary	1
CHAPTER 1: Introduction	3
1.1 Background	3
1.2 Objective	4
1.3 Methodology	4
CHAPTER 2: Mentoring Program Implementation and Operations.....	5
2.1 Set Operations for the Mentoring Program at YEA	5
2.2 Develop the Marketing Plan.....	6
2.3 Set Selection and Matching Criteria for Selection Committee.....	8
2.4 Institutionalize the Training of Mentors within YEA	10
2.5 Develop Operational and Monitoring Plan.....	11
2.6 Train YEA Project Coordinator on the Program Implementation	12
2.7 Orientation Presentation: Setting Expectations for Mentoring	12
2.8 Advising YEA on Establishing Link Between Business Incubator in Irbid with Mentoring Program.....	12
2.9 Other Findings.....	13
2.10 Action Plan.....	14
ANNEX 1: Scope of Work	17
Appendix A - Mentor Program Component Process	
Appendix B - Mentor and Protégé Training	
Appendix C - Expanded List of Potential Organizations for Mentor Recruitment	
Appendix D - Mentoring Orientation Presentation	

EXECUTIVE SUMMARY

The Young Entrepreneurs Association of Jordan (YEA) has been selected to develop and implement a mentoring program to serve participants of the Women's Access to Entrepreneurship Development and Training Program (WAEDAT). YEA was selected as the primary implementation service provider because of their existing in-house mentoring program which serves its current membership. YEA has an initial network of experienced entrepreneurs and board members who are willing to serve as mentors and WAEDAT has graduates from their entrepreneurial development program who are seeking mentoring services. The framework established in this program can be expanded to serve the entire membership base of YEA and be used as a model across Jordan. In turn, WAEDAT graduates will also be invited to join YEA to further grow their business networks and receive access to additional training and conferences.

The mentoring component is the final stage for participants in the WAEDAT program which addresses the need for comprehensive support to female entrepreneurs in Jordan. This program includes a business skills training program, access to business advisors, sector specific training and the support of a mentor after graduation. Mentors, experienced entrepreneurs and business professionals, will be matched with protégés, entrepreneurs who desire to further develop their business skills, knowledge and network. Mentors are volunteers who act as a guide, coach and sounding board for the protégé entrepreneur. As a result of the personal relationship developed between the two business professionals, there is an increased chance for the entrepreneur's business to stabilize, grow and expand, thereby increasing economic opportunity in Jordan.

The focus of this consultancy was to train the YEA and WAEDAT mentoring project coordinators on the successful implementation and operations of starting and maintaining a mentoring program. The YEA Mentoring Program Handbook, (December 2004) was used as the basis for training on the operations and monitoring of the program.

There is an identified need to train both the mentor and protégé on expectations and requirements of the mentoring relationship. YEA has selected the Prince of Wales International Business Leadership Forum (IBLF) to provide a Master training for mentors who will in turn provide a quarterly training at YEA for potential mentors and protégés. In addition to providing structure to the development of the mentoring relationship, supplementary instruction for the mentor and protégé should include communications, conflict resolution and cultural sensitivity training.

As part of the upcoming launch for the mentoring program, the marketing plan that was developed outlines the suggested media to be used in addition to upgrading the current website for YEA and WAEDAT. The board of YEA should be utilized for their contacts within the business community to be the first line of outreach to explain the benefits of the mentoring program to organizations with potential sources of mentors. An "Orientation to Mentoring" presentation has been developed which can be customized for a community awareness campaign.

The new business incubator in Irbid, sponsored by YEA, will most likely house technology based businesses. Many entrepreneurs in Amman are well suited to mentor these new start-up businesses. If distance becomes a factor in maintaining face to face meetings, the protégés and mentors will most likely keep in contact via email and mobile communications. Because of its location in the university, this new incubator will attract increased interest in entrepreneurship and YEA should consider the possibility of opening a satellite chapter in Irbid to increase its membership base.

In my previous report, an action plan was developed to begin the implementation of the mentoring program. It was found that with the exception of updating the YEA and WAEDAT websites with mentoring success stories, the tasks have been completed on a timely basis. This report contains the summary of training and recommendations for the mentoring project coordinators. A new action plan is also included with more details required to implement the new program. It also outlines a marketing method which can be used as the basis for an RFP to a media campaign company.

CHAPTER 1: INTRODUCTION

1.1 Background

WAEDAT Project Background

The Women's Access to Entrepreneurship Development and Training Program (WAEDAT) is being implemented to address the need for comprehensive support to female entrepreneurs in Jordan. The WAEDAT Program will build on numerous initiatives taken by the AMIR Program. The microenterprise initiative (MEI) has provided Jordanian microenterprises, particularly women and the working poor, with greater and more reliable access to sustainable financial and business development services leading to stronger, more competitive, empowered entrepreneurs. The program pays attention to the needs of business women and aspiring entrepreneurs in both urban and rural areas. The task of attracting women into Jordan's private business sector and creating support services that will ensure their success presents a unique set of challenges.

The WAEDAT Program is a collaborative effort between a US Subcontractor, Making Cents, and a local Jordanian Partner comprised of two companies, JOHUD / SBDC and Consolidated Consultants (CC). Making Cents is responsible for the overall project design and provision of technical assistance (TA) to develop the capacity of JOHUD / SBDC and CC who will implement the project—managing a women's entrepreneurship training and support program. The entrepreneurship training will provide cross cutting and sector-specific training, consulting services, market access information and follow-up support. The primary objective of this program is to attract Jordanian women entrepreneurs into the private sector, provide them with the tools that will help them succeed in developing their own business and thereby encourage others to do the same.

YEA Mentoring Project Background

The Young Entrepreneurs Association of Jordan (YEA) is a membership association located in Amman, Jordan which provides services and training to its members for the purpose of growing entrepreneurship. They have recently established a mentoring program which is poised to be expanded. Several more experienced members of YEA would like to serve as mentors to less experienced entrepreneurs. YEA has received funding from the Prince of Wales International Leadership Business Forum (IBLF) for training new mentors and protégés on building a successful mentoring relationship for entrepreneurs.

A partnership has been established between WAEDAT and YEA to develop a successful mentoring program which will support both WAEDAT participants and YEA members seeking mentors. This partnership draws on the strengths and needs of each organization.

- Graduates from the WAEDAT program require mentors to act as guides, coaches and sounding boards as they move their businesses forward. WAEDAT requires a pool of mentors to match with its graduates. Their graduates can benefit from access to networking and educational opportunities that the YEA organization provides. Some WAEDAT graduates have enough business experience to be considered as potential mentors for other start-up or informal businesses.
- YEA has an existing mentoring program as part of its Venture Capital Funding Program, and as such has sources of potential mentors from its board and membership base. YEA has had success stories with its pilot mentoring program which will be a positive contribution to the recruiting efforts for the program. YEA would also like to expand its membership base, not only within Amman, but outside of Amman. The

business incubator in Irbid and graduates of the WAEDAT program provide a potential source of new members to YEA.

A Memorandum of Understanding between the two organizations has been drafted which outlines the duties and responsibilities of both YEA and WAEDAT as they forge a partnership to develop a mentorship program. As part of this consultancy, procedures for how to address grievances and administration between YEA and WAEDAT have also been addressed.

1.2 Objective

The purpose of this consultancy was to train the Young Entrepreneurs Association (YEA) and the Women's Access to Entrepreneurship Development and Training Program (WAEDAT) team to implement a mentoring program. The framework for this operational training was the YEA Mentoring Program Handbook for operations established in the December, 2004 report. The tasks specified in this consultancy were:

- Set the operations for the mentoring program at YEA
- Develop a marketing plan
- Set selection and matching criteria to be used by the selection committee
- Institutionalize the training of mentors within YEA
- Develop operational and monitoring plan
- Train the YEA project coordinator on the program implementations
- Hold orientation session to YEA Board members and committee chairpersons; explain what mentoring is about and set expectations
- Advise YEA how they can better link the newly established business incubator in Irbid with the mentoring program.

1.3 Methodology

In order to gain a full understanding of the work completed by YEA and WAEDAT since my last engagement and the context of establishing a mentoring program in Jordan within the YEA membership and the WAEDAT participants, a series of meetings, interviews and trainings were conducted with several key personnel related to this project. A partial list of these personnel included:

- Maha Mousa, Project Manager, USAID
- Brad Fusco, ECI Component Manager
- Suhair Khatib – BDS Sub-component Manager
- Lina Hundaileh – YEA, President
- Dina Dahqan – YEA, Executive Director
- Ibtehal Alsa'ada, YEA Project Coordinator
- Wejdan Abu Lail – WAEDAT Program Coordinator
- Zien Wahbeh – WAEDAT Network Coordinator

CHAPTER 2: MENTORING PROGRAM IMPLEMENTATION AND OPERATIONS

2.1 Setting the Operations for the mentoring program at YEA

1. A meeting with Ibtehal Alsa'ada, Wafa' Nimri, and Lina Hundaileh from YEA was held to discuss the current plan of implementation for the mentoring program. YEA is launching the program in cooperation with the Prince of Wales International Business Leaders Forum (IBLF) funded by the UK Department for International Development (DFID). John Cull, a consultant from the UK will be conducting a training of trainers for potential mentors on the 3rd of May at Jordan Intercontinental Hotel. These Master trainers will be able to conduct orientations for mentors on a quarterly basis for YEA. The commitment of the master trainer is to conduct voluntary orientations quarterly for a maximum of 12 hours per year. These Master trainers may also become volunteer mentors to protégés entering the YEA mentoring program.

We reviewed many organizations, business associations and economic development groups that will become a potential source of mentors to try and determine the archetype (level) of mentors to be found in each of these organizations. This process will need to be conducted for more of the organizations that have been identified as a potential source of mentors in order to target YEA's recruiting efforts. A more inclusive list of an additional 20 organizations that may have members that would volunteer to be mentors is included in Appendix C – Expanded List of Potential Organizations for Mentor Recruiting Efforts. In review, the archetypes for businesses are as follows:

1. Initial Start-up business, informal business or idea phase
2. In the process of start-up (less than 2-3 years in business)
3. Well established business (more than 3-5 years, is profitable)

In the matching process, mentors from archetype 2 are qualified to mentor protégés at archetype 1 and those mentors at stage 3 may mentor those protégés at archetype 2. A peer type mentor occurs when an archetype 3 mentor is matched with an archetype 3 protégé. In this pairing, the mentor may offer specific assistance to the protégé, for example in the area of export expertise.

It was found that a brainstorming session with the clients of WAEDAT would be beneficial to find out what their specific needs and issues are that a mentor may need to address. This same session can also be used to provide training for the protégés on the mentoring process, setting expectations and parameters for the mentoring program.

The YEA mentoring coordinator, Ibtehal Alsa'ada has a firm understanding of the general overall process of implementing the mentoring program. The quality of the mentoring handbook provided by IBLF adequately addresses the process for the mentors. Further review is necessary to determine if this handbook would also be a suitable resource for protégés. An additional module in the training of mentors will be added in cultural sensitivity to address mentoring relationships with more

sophisticated business persons working with simple business women operating informally.

2. A meeting with Ibtehal Alsa'ada from YEA and Zien Wahbeh from WAEDAT was held to discuss on a more detailed level the process of implementing the mentoring program. We reviewed in detail administration for the program, matching and selection criteria, process of evaluation and tracking, grievance process, volunteer appreciation and networking process. YEA will be responsible for establishing the data base of matched mentors and protégés. YEA will give the subset list which contains the WAEDAT protégés matched with mentors, so WAEDAT can track their clients.

YEA has upgraded the sample applications (for both mentors and protégés) provided in my previous report. These have been translated and are available to be downloaded to the YEA website. I would also suggest an additional question to ask where the applicant found out about the program, e.g. through YEA, WAEDAT, membership organization, radio, advertisement, etc. This will help with targeting future marketing efforts.

Protégé applicants from the WAEDAT program should have a separate paper application that also includes the WAEDAT logo. Women from the WAEDAT program, especially the women from outside Amman, may feel more comfortable seeing the WAEDAT logo in addition to the YEA logo on their application.

Based on the action plan that was established in my previous report, YEA is up to date with the activities to implement the program. The exception is that the website for YEA should be upgraded to publish the success story that YEA has experienced with its member – Samer Al Jabari, co-founder of MENA Tech. These success stories will become a vital piece in further marketing this program so it can be implemented on a larger scale across Jordan. The YEA mentor program coordinator should be starting to collect these success stories from the initial mentor matches. It is important to also include a successful mentor pairing with a woman protégé to show how the diversity of the program contributes to its success. WAEDAT may be able to let YEA know of the most successful pairings with its client protégés.

2.2 Develop the Marketing Plan

1. A meeting was held with Nisreen S. El Tell, Managing Director for Media Group, along with Ibtehal Alsa'ada, and Zien Wahbeh to discuss the parameters for a media plan to market the mentoring program. The purpose of the marketing campaign is to:
 1. Create public awareness of the mentoring program
 2. Recruit Mentors
 3. Recruit Protégés
 4. As a result, increase membership in YEA

The budget that YEA has to contribute to the marketing efforts will determine the extent of methods utilized. At a minimum, brochures need to be created which can be distributed to organizations and requests for information regarding the program.

A media campaign will create awareness about the YEA Mentoring Program. Potential mentors will most likely be well educated entrepreneurs and business

persons, middle aged with a commitment to social responsibility and volunteerism. The intent of the media campaign is to reach out to a larger audience outside the YEA membership base and initial target membership organizations. As with any media campaign, repetition and frequency of the message are essential for a successful marketing campaign. Because of importance of this project, it is highly recommended that a professional marketing consultant be hired by YEA to further flush out the details of this effort. The following media were identified as having the largest potential to reach the target audience:

1. **Brochure**, estimated cost 400JD
2. **Radio**, of the five FM stations in Jordan, MOOD FM and PLAY FM are targeted towards our audience. Depending on the sophistication of the radio spot, the cost can range from 1500JD to 2000JD for approximately 40 spots. Frequency is essential in radio advertisement, additional spots may cost between 35 – 55JD.
3. **Newspaper**, ALRAI was determined to have the most circulation (35,000 people). An advertisement can be designed to announce the mentoring program. Also, a feature article for public relations about the mentoring program can be written by publication reporters; there would then be no cost for advertisement. This article should feature a YEA mentoring success story.
4. **Website**, in addition to a section on the YEA and WAEDAT respective websites, a notice could be sent to over 100,000 recipients of JORMALL for approximately 400JD. This notice should be well designed to attract the attention of the reader. It is known that response rates from these notices tend to be low, but it will create additional awareness of the program out in the community. It may also be advantageous to be listed in the links at WWW.JORDAN.JO.

Other media under consideration, but not recommended at this time:

1. **Mupi**, these signs reach a broad audience and not necessarily the target. The cost is 75JD with a quantity of 200. Because they do not target our market, this method is not recommended.
2. **TV**, the large expense of creating an advertisement (5000JD minimum) with the cost to run an advertisement (600JD), makes this medium very expensive. Also with the predominance of satellite television, and the wide range of channel choices, it becomes difficult to determine the most suitable choice of target stations. To pay for advertisements is not recommended at this time.

If local television offers the opportunity to produce a piece as a feature, then YEA could take this opportunity for some free publicity to appear on this medium. Publicizing success stories is the best way to sell the benefits of this program. Youm Jadeed (New Day) may be a possible venue of publicity for the YEA mentoring program or possibly Yes'ed Sabahak.

As space permits, the media message should include:

- Explanation and definition of mentoring
- Benefits of mentoring for both mentor and protégé
- Highlight success stories (include all genders as mentor and protégé)
- How to get more information about the program

2. In the previous report several other methods were identified to build awareness of the YEA mentoring program. YEA is already utilizing these methods by informing its membership about the program. Publicizing the program to YEA members through newsletters, association meetings and email announcements should continue on a regular basis.

The YEA board members will become the first outreach group to speak with business and membership associations to publicize the mentoring program. The talks should focus on introducing the concept of mentoring, discussing the benefits of mentoring for both mentors and protégés, and YEA's success stories with mentoring. Ibtehal Alsa'ada, YEA's mentoring project coordinator, can also begin to play a role in marketing the program to other organizations that have been identified. A sample orientation session is contained in Appendix D.

As the program grows, mentors will be able to refer new mentors and protégés can also become a source of mentor referral. It has also been made known that several of the WAEDAT clients who are experienced business owners will make suitable mentors for lesser experienced WAEDAT women. There are also several WAEDAT advisors who may also wish to volunteer their time as mentors. It will be important to include these advisors in the master training of trainers for the mentoring program or in future YEA mentor trainings. The following WAEDAT advisors may be good candidates for mentors: Amal Al Halabi, Ghanem Al Jamal, Dima Obeidat, Nazeen Samawi, Nizar Al Ashkar and Maysoon Arameh.

In Appendix C, an expanded list of organizations that should be made part of the awareness campaign for the YEA mentoring program is available. Brochures and a cover letter announcing the program should be sent to these organizations to create an awareness across Amman and Jordan.

2.3 Set selection and matching criteria to be used by the selection committee

I reviewed with the YEA and WAEDAT mentoring coordinators the selection and matching criteria to be used in the matching process. Ibtehal Alsa'ada has identified the most important selection and matching criteria for mentors. Mentors must submit CVs to be considered for the program and initially all the mentors will come from the YEA membership. It will be the responsibility of YEA to determine whether the applicant is qualified to mentor (based on experience and motivation) and which archetype business they would best be suited to mentor. Personal interviews are highly recommended to make a final decision on all mentors or recommendations from the YEA board members. All mentors must go through a mentor training conducted by one of the YEA master trainers before they are formally accepted into the program. Please refer to my first report regarding the ideal characteristics for a mentor and protégé.

In order to facilitate the matches, a networking session will be held between the mentors and protégés. This session will include an ice breaker with structured method to meet mentors and protégés followed by a more informal networking meeting. After this session, mentors and protégés will have the ability to request a particular mentor or protégé match. YEA should not guarantee that a match can be accommodated, even if requested, though it will take requests into consideration. While the ideal mentor may be an entrepreneur, qualified

business persons with experience in marketing, finance, technology, or exporting may also work as well.

When matching mentors and protégés several factors should be taken into consideration:

1. Level of business experience of mentor to determine the archetype of protégé business for which the mentor is best suited
 - Proper match of more experienced mentor with protégé
 - For archetype 3 matches, the mentor must offer experience in which the protégé needs development or experience
2. Sector/Industry of Mentor and Protégé
 - Ideally it is best to match mentors and protégés in similar sectors. This is especially true when mentoring an archetype 1 protégé with very limited experience.
 - It may be possible to recruit industry experienced mentors from corporations if not enough entrepreneurs are available.
 - Consider the possibility of linking up with an internet based mentoring program, such as www.micromentor.org to create a “Mentors without Borders” program to link entrepreneurs in the U.S. with protégés in Jordan within the same industry.
3. Location of Mentor and Protégé
 - Special consideration must be taken into account when matching outside of Amman. Protégés in the outside governances may not be able to travel to Amman for meetings. It may be appropriate for mentors to travel to the location of the protégé, especially for the first meetings. It is not appropriate to meet in the home of either the mentor or protégé. This is especially important for protégés with businesses operating informally out of the home. WAEDAT has already established MOU’s with organizations in Irbid, Madaba and Zarqa to utilize meeting space. This space may be appropriate to use for meetings between mentors and protégés if a reservation is made in advance.
4. Method of communication between mentor and protégé
 - The first meeting between mentor and protégé should be in person, in a neutral location (not the home or business of either the mentor or protégé). Ideally, a twice monthly meeting can begin to develop the relationship.
 - If distance between the mentor and protégé is an issue, it may be possible to keep in contact via mobile, telephone or email. If the protégé does not have access to email, consider utilizing the resources of JOHUD/SBDC to provide internet and email access.
5. Areas for development of protégé
 - If the protégé has identified areas in which they seek assistance or development, then the mentor should have experience in those particular areas. YEA may wish to provide networking/educational opportunities for additional training in particular areas (marketing, communications, etc.)
6. Personal preferences

- If the mentor or protégé request to work with one another, then the request should be taken into consideration. It will never be possible to honor all match requests.
- All gender requests (if made) for mentors/protégés must be honored.

Special considerations for matching WAEDAT clients:

Many of the WAEDAT protégés may request to have women mentors because of cultural reasons. There will be several WAEDAT clients in Amman who have businesses in the stage of archetype 2. These women entrepreneurs in Amman in archetype 2 may be able to mentor those women with informal businesses or those businesses outside of Amman in the governances. As mentioned previously, mentor meetings between mentor and protégé should occur in a neutral location and **never** in the home of either the mentor or protégé.

2.4 Institutionalize the training of mentors within YEA

1. YEA has selected to cooperate with the Prince of Wales International Business Leaders Forum (IBLF) to provide the training for master trainers. These trainers will then conduct quarterly orientation/training sessions for future mentors. It should be a standard policy that only mentors who have gone through the training program would then be eligible to participate in the program. This assumes that they have also gone through a prescreening process at YEA to ensure they are qualified professionally to volunteer as a mentor.

Several additional topics for mentor training have been identified. (It is not known if these topics are covered in the 3 May training). These included cultural sensitivity, communications skills and conflict resolution. It is not certain if these subjects will be covered in the master training on 3 May, 2005. The cultural sensitivity training is especially important for those mentors who will be working with women with informal businesses or businesses outside of Amman. WAEDAT should be able to create this training module based on their experiences with their clients.

2. Training of protégés should also be institutionalized. This training should include:
 - a. Definition of mentoring
 - b. Review responsibilities of protégé.
 - c. Set expectations of mentoring relationship
 - d. Review tips to develop the mentoring relationship
 - e. Review stages of the mentoring relationship
 - f. Discuss strategies of how to overcome obstacles in the mentoring relationship (communication skills and conflict resolution)
 - g. Cultural Sensitivity Training

The protégé training should have the same message and content of the mentor training to promote consistency of terminology and process. Ideally this protégé training will be delivered by YEA and/or WAEDAT. Possible trainers may also include YEA master trainers, WAEDAT trainers, WAEDAT advisors or WAEDAT clients who also have been through the mentor training.

This protégé training can also be conducted on a quarterly basis. Because I have not as yet seen the mentor training through IBLF, it may be possible to utilize the same training sessions for both mentors and protégés, but not having seen the training I cannot make a recommendation. I do recommend that WAEDAT staff members, selected WAEDAT advisors or trainers attend the 3 May mentor training session. As a result, they should understand the mentoring process as expected from YEA, and they may also be able to determine if this training is suitable for protégés.

Sample training for mentors and protégés was contained in my previous report. A sample discussion of cultural sensitivity issues is contained in Appendix – C. This is from the WAEDAT Advisors Handbook and is reprinted with permission from the author, Anne G. Williams, consultant to Making Cents International, LLC.

2.5 Develop Operational and Monitoring Plan

1. We reviewed the process for administering the program and the responsibilities of YEA and WAEDAT (with regards to their clients) with the project coordinators. It was determined that a WAEDAT staff member should be involved with the matching process for their protégé clients, as they best understand their needs. YEA is also best suited to understand the needs of their own protégés from the YEA membership.
2. For the grievance process, if a problem cannot be resolved between the mentor and protégé by themselves, then it would be appropriate for each to contact their respective coordinator. All mentors should contact YEA if there are unresolved problems; YEA protégés should also contact the YEA coordinator if there are problems. Protégés from WAEDAT should contact the WAEDAT coordinator if there are any issues. The respective coordinators should counsel their clients to give further suggestions as to how to resolve the conflict. If it is determined that a resolution is not possible, then the coordinators will need to determine if a reassignment needs to take place. This process should be incorporated in the Memorandum of Understanding between YEA and WAEDAT. Mentors and protégés should also be trained on this procedure.
3. One month after the match is made; the respective coordinators should contact their clients (mentors or protégés) to ensure the match is progressing in a positive manner. This opportunity should be used to answer any questions the mentor or protégé may have regarding the process. If necessary, steps for reassignment should be taken if the match is deemed unsuccessful. If a reassignment needs to take place, this information needs to be delivered by the respective coordinating organization. Mentors or protégés should never feel like they have personally caused a problem. The mentor program coordinators may state that there has been a problem with the program and not the individuals.

If the mentor and protégé have not yet met, then the coordinator should find out the reason and follow up to see that contact has been made between the mentor and protégé. Care should be taken to see if there are underlying reasons why the two parties have not yet met. For example, if the protégé has an informal business, she may feel more comfortable meeting in the location of her WAEDAT

training with some of her colleagues. The mentor coordinators need to be flexible and sensitive to forming creative solutions to problems and issues that may arise.

4. Quarterly evaluations should take place to gain feedback about the mentoring program. This feedback should be incorporated into the training program on a regular basis. This feedback will be sent back to the YEA mentor program coordinator either via mail or email.
5. YEA may wish to establish a quarterly networking session for paired mentors and protégés to meet and network in Amman.
6. Acknowledgement of the contribution of the mentors is essential to the program's success. The YEA project coordinator should incorporate the following activities in the recognition of the volunteer mentors:
 1. Handwritten Thank You notes to recognize contribution.
 2. Mentoring Certificates – for both mentor and protégés
 3. Publish names of mentors and protégés with their business names in the newspaper, YEA newsletters, etc.
 4. Networking event in which certificates can be presented.

2.6 Train YEA Project Coordinator on the Program Implementation

1. The focus of this consultancy was to train the YEA program coordinator on all phases of implementation and the mentoring process outlined in Appendix A. The YEA Mentoring Program Handbook, created in my first report was used as a basis for the training. The YEA mentor project coordinator also met with the WAEDAT network project coordinator to discuss and determine their respective responsibilities for the program.
2. The YEA program coordinator will be responsible for data collection and tracking of all mentor and protégé program participants. She will create the data base with the contact information for the program participants. She will collect the quarterly evaluations of the mentor/protégé progress reports. These reports will either be mailed or emailed to the mentors/protégés on a quarterly basis depending upon their preference. Feedback will be used as input into program design. It will also be used to assess the need for a match reassignment if the match is deemed not productive. These forms will need to be translated into Arabic.

2.7 Hold Orientation Session to YEA Board Members and Committee Chairpersons: Explain Mentoring and Setting Expectations

A presentation has been created to define mentoring, outline the benefits of a mentoring program, and establish expectations for a program (see Appendix D). This presentation can be modified as YEA begins to meet with organizations to recruit potential mentors. It is expected that the YEA board will become the first line of outreach into the business community as it builds awareness for the program.

2.8 Advise YEA on Establishing Link between Business Incubator in Irbid with Mentoring Program

1. The business incubator in Irbid will cater to technology based businesses, most likely service oriented. They will have the resources of an advisor from YEA to

assist in business planning, technology assistance and administrative help. A relationship is being cultivated where YEA will recruit the university professors to also volunteer their time and expertise to assist the young entrepreneurs selected to participate in the incubator program. Because of the sophistication of these businesses, many entrepreneurs in Amman will be well suited to mentor these businesses.

2. The YEA Incubator Coordinator in Irbid should have input into the mentor matches for his clients. He will be very familiar with the needs of his clients and can best advise of the type of mentor that would be best suited for the incubator client.
3. Naturally, YEA may wish to establish a satellite chapter within Irbid. This will also attract experienced entrepreneurs in Irbid to join YEA and increase the membership. YEA may also wish to offer a student member rate for those attending the university.
4. I would anticipate that YEA may expect some successful businesses as a result of implementing the incubator in Irbid. These entrepreneurial ventures from less experienced business persons with much enthusiasm have a good chance for success, if the entrepreneur can open themselves to the advice of others. The role of mentors, general business guidance from YEA and specific technical assistance from university professors includes the ingredients for successful businesses.

Special notes for WAEDAT clients:

While the incubator in Irbid will not serve the informal businesses of WAEDAT clients, the YEA coordinator may have opportunity to make contacts with potential mentors for these clients. Potential leads for mentors should be followed up with Ibtehal Alsa'ada, the mentor project coordinator for YEA in Amman.

2.9 Other Findings –

Internet Based Mentoring

As proposed in the previous report, if sufficient numbers of mentors with similar sector types are not available, then YEA should consider the possibility of linking up with an existing on-line mentoring program for entrepreneurs. This “Mentors without Borders”™ approach is found at www.micromentor.org, a U.S. based website created from a consortium of microenterprise development organizations and funders. The consultant will investigate further the next steps to this internet based approach to mentoring.

Access to Markets

As the WAEDAT project seeks a more permanent status which requires funding to maintain sustainability, it is a natural opening to provide a resource to showcase the successful businesses of WAEDAT participants. In my previous report, it was suggested to investigate the concept of a “virtual mall” to showcase WAEDAT client’s products and services and to develop a possible partnership with *Turath Empowerment Project*. Another source of access to markets is www.overstock.com which has a marketplace dedicated to providing an outlet for handicrafts and products from locations around the globe. WAEDAT may wish to contact this organization to determine if this would be a viable export resource for their clients.

2.4 Action Plan

In order to continue moving forward with the mentoring program, the following tasks will need to be accomplished:

Task	Responsible Party	Due Date
Invite WAEDAT Staff (2) and WAEDAT Advisors (2) to participate in the Master Training for Mentors on 3 May, 2005	YEA	23 April, 2005
WAEDAT give list of protégés with business sector/industry so YEA can begin to recruit sector/industry specific mentors <ul style="list-style-type: none"> YEA develop mentor recruiting plan, YEA membership, business associations, corporations (food processing, cosmetics, etc.), IRADA, 	WAEDAT/Zien YEA/Ibtehal	26 April, 2005 May, 2005
Hold Training of Trainers for Mentoring Program	YEA/John Cull, Consultant for IBLF	3 May, 2005
Send Training Material contents from Master Training to Anne Beckley to determine compatibility for protégé training	YEA/Ibtehal	4 May, 2005
Send WAEDAT self assessment (English Version) for clients to Anne Beckley	WAEDAT/Zien	25 April, 2005
Conduct brainstorming session with focus group of WAEDAT clients to determine readiness and needs of protégés <ul style="list-style-type: none"> Determine qualities, skills, and sectors requested for mentors Determine areas for development of protégés 	Jointly conducted by YEA and WAEDAT	May 2005
Send summary of findings to Anne Beckley	YEA/Ibtehal	May 2005
Develop detailed media plan for mentoring program <ul style="list-style-type: none"> Meet with media consultant to discuss development of brochure Determine feasibility of other marketing media – radio, website, newspaper Implement media campaign 	YEA/Media Consultant	May 2005
Update YEA / WAEDAT websites with mentoring success stories	YEA / WAEDAT	May 2005
If necessary, Redevelop Protégé training module, review for consistency with mentor training <ul style="list-style-type: none"> Definition of Mentoring Benefits of Mentoring Desired Qualities of Mentor & Protégé Stages of the Mentoring Relationship What to talk about during mentor meetings Self-Assessment of Protégés Development Needs 	Anne Beckley	June, 2005

Develop Communications Module Develop Conflict Resolution Module <ul style="list-style-type: none"> How to overcome obstacles in the mentoring relationship Develop Cultural Sensitivity Module <ul style="list-style-type: none"> Working with informal business owners Working with formal business owners 	Possibly YEA board member TBD WAEDAT	June 2005 June 2005
If necessary, Conduct Training of Trainers for Protégé training, curriculum as follows: <ul style="list-style-type: none"> The mentoring relationship- Consultant Communications/Conflict Resolution – TBD Cultural Sensitivity – WAEDAT staff (note – this training can be incorporated into the cross sector training modules for WAEDAT clients)	Consultants, WAEDAT, YEA	June 2005
If necessary, schedule protégé training <ul style="list-style-type: none"> WAEDAT protégé clients – hand out mentoring applications (if not done already) YEA protégé clients (if needed) 	WAEDAT YEA	June 2005
Schedule Initial Networking/Match event <ul style="list-style-type: none"> Invite Mentors/Protégés to event Obtain initial requests for matches Match Mentors/Protégés 	YEA YEA/WAEDAT	July 2005
Implement Evaluation/Monitoring Plan for Mentoring Relationship Matches <ul style="list-style-type: none"> One month follow-up with mentors One month follow-up with protégés from YEA One month follow-up with protégés from WAEDAT Meeting with YEA/WAEDAT to discuss progress of program or make reassignments 	YEA YEA YEA WAEDAT YEA/WAEDAT	August 2005
Send out Quarterly Progress Reports for Mentors and Protégés via mail or email <ul style="list-style-type: none"> Follow up on any issues, track feedback, implement changes to training program 	YEA	October 2005, January 2006, April 2006
Networking Events for matched mentors/protégés <ul style="list-style-type: none"> Quarterly YEA networking events (budget permitting) <ul style="list-style-type: none"> Guest Speaker on business topics WAEDAT networking events (may have several events in which both mentor and protégé may attend?) <ul style="list-style-type: none"> Guest Speaker on business topics 	YEA WAEDAT	Quarterly Currently on monthly basis

Mentor Recognition <ul style="list-style-type: none"> • Handwritten Thank You notes • Newspaper, Newsletters • Certificate • Networking event 	YEA	6 & 12 month anniversary 12 month 6 or 12 month
Implement Program tracking data base: <ol style="list-style-type: none"> 1. Contact information for all mentors and protégés 2. Matches facilitated through program (for WAEDAT protégés also give list to WAEDAT staff) 	YEA	Ongoing
Other information to be tracked: <ol style="list-style-type: none"> 1. Effectiveness of marketing/media campaign 2. Program needs for protégés – list of most desired qualities, skills, business sectors 3. Applicants to program: <ol style="list-style-type: none"> a. Mentors b. Protégés 4. Reasons for reassignment 5. Schedule of Events <ol style="list-style-type: none"> a. Mentor/Protégé Matching b. Mentor Training c. Protégé Training d. Structured Networking for matched Mentors & Protégés <ol style="list-style-type: none"> i. YEA events ii. WAEDAT events 	YEA	Ongoing

ANNEX 1: SCOPE OF WORK

Short Term Consultancy Agreement Scope of Work

Activity Name: WAEDAT Program Support
SOW Title: Mentorship Program Establishment Support
Modification No: Original
SOW Date: March 14, 2005
SOW Status: Final
Consultant Name: 7337.1.15 Mentorship Program Establishment Support
Anne Beckley

I. Specific Challenges to Be Addressed by this Consultancy

The Women's Access to Entrepreneurship Development and Training Program (WAEDAT) Program is being implemented to address the need for comprehensive support for female entrepreneurs in Jordan. Despite the impacts of the Qualified Industrial Zones, World Trade Organization membership, and an overall increase in Jordan's exports, unemployment remains in the mid teens. The creation or awakening of an entrepreneurial class in Jordan's rural areas and particularly among women will take some time, but will have a dramatic affect on these communities. The WAEDAT program will build on numerous initiatives taken by the AMIR Program. The microenterprise initiative (MEI) has provided Jordanian microenterprises, particularly women and the working poor, with greater and more reliable access to sustainable financial and business development services leading to stronger, more competitive, empowered entrepreneurs. The program pays attention to the needs of business women and aspiring entrepreneurs in both urban and rural areas. The task of attracting women into Jordan's private business sector and creating support services that will ensure their success presents a unique set of challenges.

The WAEDAT Program is a collaborative effort between a US Subcontractor and a local Jordanian Partner, Consolidated Consultants and Jordan Hashemite Fund for Human Development (CCJ). The *US Subcontractor* is responsible for the overall project design and provision of technical assistance (TA) to develop the capacity of a local *Jordanian Partner* who will implement the project - managing a women's entrepreneurship training and support program. The entrepreneurship training will provide cross cutting and sector specific training, consulting services, market access information and follow-up support. The primary objective of this program is to attract Jordanian women entrepreneurs into the private sector, provide them with the tools that will help them succeed in developing their own business, and thereby encourage others to do the same.

The main challenge of this consultancy is to work with the Young Entrepreneur Association (YEA) and the CCJ WAEDAT team to establish an effective mentorship program for the WAEDAT participants. WAEDAT and the Young Entrepreneurs Association have agreed to enter into a partnership to build a mentoring program in order to build on the progress already achieved by YEA in the recruitment of potential mentors. The consultant will work with the YEA staff and WAEDAT core team and other Jordanian programs that have been identified as potential partners in the mentorship program. Profiles of potential mentors should be recommended and sources for the recruitment of potential mentors identified.

II. Objective of this Consultancy

The objective of this consultancy is to provide technical support and work with the YEA and the WAEDAT team to establish a mentorship program.

III. Specific Tasks of the Consultant

Under this Scope of Work, the Consultant shall perform, but not be limited to, the specific tasks specified under the following categories:

A. Background Reading Related to Understanding the Work and Its Context. The Consultant shall read, but is not limited to, the following materials related to fully understanding the work specified under this consultancy:

- Making Cents WAEDAT Proposal
- WAEDAT Workplan
- Jordanian Partner WAEDAT Proposal
- WAEDAT Training Plan and Objectives

B. Background Interviews Related to Understanding the Work and Its Context. The Consultant shall interview/communicate with, but is not limited to, the following individuals or groups of individuals in order to fully understand the work specified under this consultancy:

- Sean Jones, Private Enterprise Officer, USAID.
- Maha Mousa, Project Manager, USAID
- Steve Wade, Program Manager, AMIR Program
- Rebecca Sherwood, Program Administrator and Grants Manager
- Brad Fusco, ECI Component Manager
- Suhair Khatib – BDS Sub-component Manager
- Dina Dahkqan – YEA, Executive Director
- Wejdan Abu Lail – WAEDAT Team Leader
- WAEDAT Core team members
- Other Jordanian Partner Organization Key Personnel

C. Tasks Related to Accomplishing the Consultancy's Objectives. The Consultant shall use his/her education, considerable experience and additional understanding gleaned from the tasks specified in A. and B. above to:

- Set the operations for mentoring program at YEA.
- Develop marketing plan
- Set selection and matching criteria to be used by the selection committee
- Institutionalize the training of mentors within YEA
- Develop operational and monitoring plan
- Train YEA project coordinator on the programs implementations
- Hold orientation session to YEA board members and committees chairpersons, to explain what mentoring is about and to set expectations
- Advise YEA how they can better link the newly established business Incubator in Irbid with the mentoring program

Deliverables

The substance of, findings on, and recommendations with respect to the above mentioned tasks shall be delivered by Consultant in a written report in the format described in sections IV., V., and VI. Of Annex A – Standard Short Term Consultancy Agreement Information.

IV. Time frame for the Consultancy.

Refer to Annex C below

V. LOE for the Consultancy.

Refer to Annex C below

VI. Consultant Qualifications. The Consultant shall have the following minimum qualifications to be considered for this consultancy:

Educational Qualifications

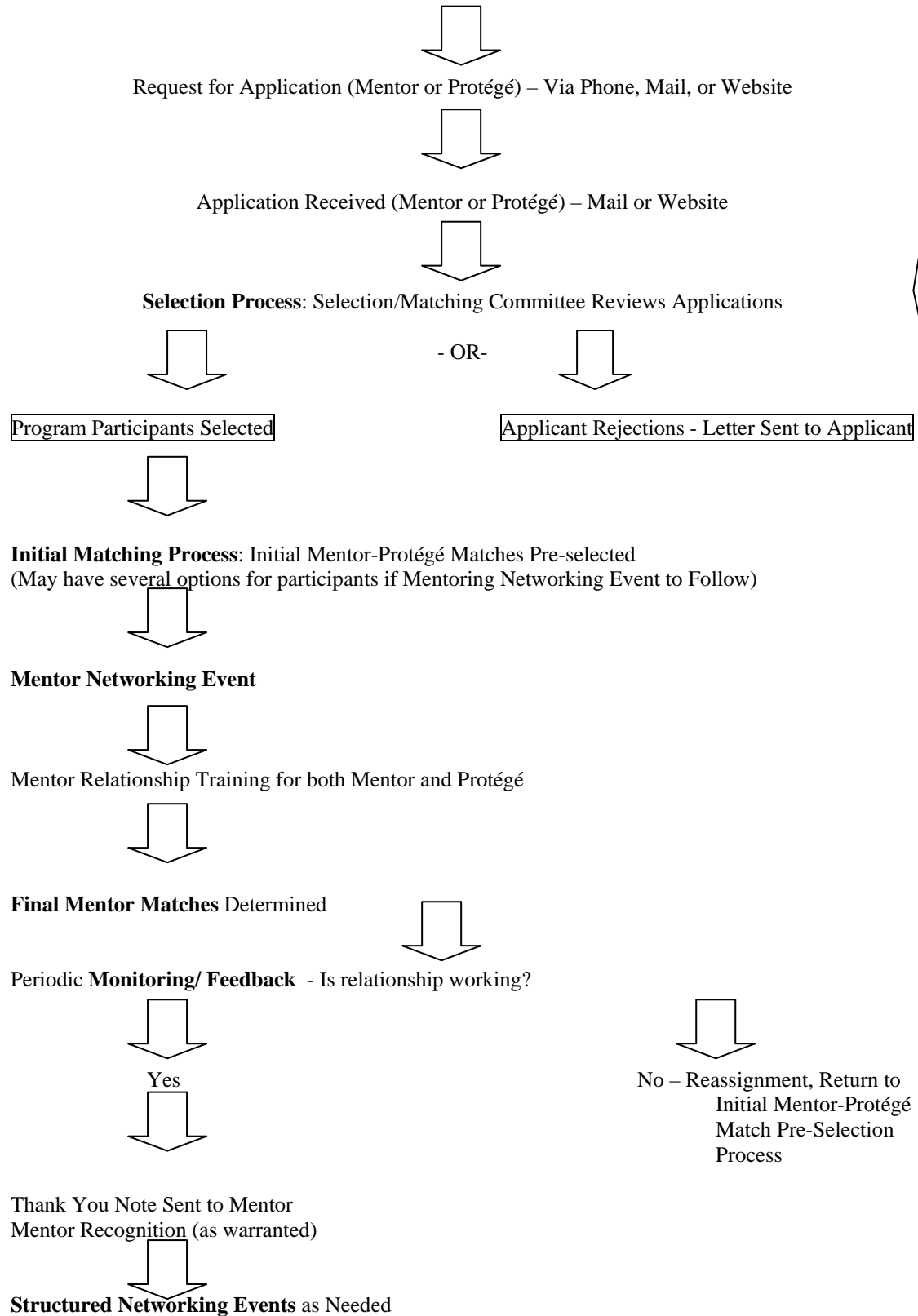
- MBA or MA in related field

Work Experience Qualifications

- Experience in business development or support programs
- Experience in designing or implementing mentorship programs in the US or abroad.
- Ability to work in a cross cultural environment

APPENDIX A – Mentor Program Component Process

Marketing Campaign to Recruit Mentors and Protégés via:
Speaking Engagements, Word of Mouth, Flyers,
Protégé Recruiting Activities, Websites (YEA and WAEDAT)



APPENDIX B – Mentor and Protégé Training**Cultural Sensitivity Awareness****YEA Mentors will be sensitive to gender-specific cultural considerations**

In every culture throughout the world, money and power go hand in hand. In Jordan, WAEDAT protégés face cultural challenges as they begin to participate in the economic sector. Not the least of these are the traditions which have shaped Jordanian women's relationship to money, independence, and men. YEA Mentors have unique challenges in this regard. These challenges fall into two specific and related areas: power and sexual harassment.

It is easy for a Mentor to emerge as a powerful force, particularly for an entrepreneur who is unsure of her business skills. The mentor/protégé relationship is supposed to be one of equals. Each party brings skills and knowledge to the conversation. It is worth repeating that YEA Mentors are building capacity, and must remember that they are in the job of transferring knowledge, not fixing. In the Jordanian context, a YEA Mentor who takes on an inappropriately powerful role can be perceived as a sexual predator.

It is ALWAYS up to the WAEDAT protégé to determine what is appropriate, and whether the YEA Mentor is engaging in sexual harassment. It is NEVER up to the Mentor. If the protégé is feeling harassed, she is harassed.

YEA Mentors are never to engage in inappropriate physical contact, schedule too frequent visits, or put the protégé in a position of physical or emotional harm with regard to herself, or her family. Language is a powerful tool; it can cause damage if used carelessly. YEA Mentors are cautioned that personal remarks about a protégé's appearance, even if meant as a sincere compliment, can be misinterpreted and cause the protégé to feel uncomfortable or threatened. Remarks or questions about a protégé's marital status are relevant only in the context of determining the level of family support for the protégé's enterprise. The best approach is to say nothing about the clothes the protégé is wearing or her physical appearance. Mentors work with clients who come from a broad range of household traditions and must respect those traditions in order to build and keep the trust of the client and her family.

If a protégé brings concerns of sexual harassment to the YEA or WAEDAT mentoring project coordinator, they will investigate and take appropriate action. This might include reassigning the Mentor, dismissing the Mentor, or referring the case to the appropriate legal authorities.

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APPENDIX C – Expanded List of Potential Organizations for Mentor Recruiting Efforts:

(For some organizations, there is an estimate of the archetype of mentors available))

Business Associations

The following association/membership organizations have been identified as possible sources for mentor recruitment:

1. Young Entrepreneurs Association (YEA) www.yea.com.jo (3&2)
2. Jordan Forum for Business and Professional Women-Amman (JFBPW) www.bpwa.org.jo (3&2)
3. Business Women's Club (based in Amman, Jordan) (3&2)
4. Jordanian American Business Association (JABA) www.jaba.org.jo (3)
5. MEZAN, an association for women's rights
6. EMPRETEC – Jordan, <http://www.empretec.net/DITE/EMPRETEC/ECJordan.nsf/> (2&1)
7. WAEDAT, program graduates with several years of business experience may serve as mentors for start-up business owners. (2&1)

The following business associations are more sector specific and would offer industry expertise within its membership base:

1. Jordan Intellectual Property (JIPA) www.jordanipweek.com (3)
2. Jordan Exporters Association (JEA) www.jordanexporters.org (3&2)
3. INTAJ – Information Technology Association (int@j) www.intaj.net (3&2)
4. Jordan Investment Board (JIB) www.job.com.jo (3&2)

Corporations

Another potential source of mentors lies within the corporate realm based in Jordan. Corporations which serve in the identified sectors of the WAEDAT program (e.g. Nestle or Knorr) may have employees who would be willing to serve as mentors for WAEDAT participants. They offer not only industry expertise, but also marketing, management and financial expertise which can be applied to the small entrepreneur. (3&2)

Economic Development Organizations:

The following organizations should be recipients of an awareness campaign to announce the YEA mentoring program. Complete contact information can be found at www.jordandevnet.org: (3&2)

1. Jemstone Network
2. CARE International in Jordan
3. Friedrich Naumann Foundation (FNF)
4. Jordan Badia Research & Development Programme
5. United States Agency for International Development (USAID)
6. Embassy of the Federal Republic of Germany
7. National Information and Research Center
8. Near East Foundation – Jordan (NEF)
9. Queen Zein Al Sharaf Charitable Organization (QZSCO)
10. Human Forum for Women's Rights (HFWR)
11. British Council
12. United Nations Development Fund for Women (UNIFEM)
13. United Nations Development Programme (UNDP)
14. Jordan River Foundation
15. EJADA

Appendix E – Mentoring Agreement

16. German Technical Cooperation (GTZ)
17. Jordan Youth Exchange
18. EJABI

Women Development Organizations

The following organizations should be recipients of an awareness campaign to announce the YEA mentoring program. Complete contact information can be found at www.jordandevnet.org: (3&2)

1. Delegation of the European Commission
2. Questscope for Social Development in Middle East
3. Quaker Service – AFSC, Regional Office
4. Noor Al Hussein Foundation (NHF)
5. Konrad Adenauer Foundation
6. Ayla for Social Development
7. Sisterhood is Global Institute/Jordan (SIGI)

Protégé's Network

As the concept of mentoring becomes better known, one of the best sources of mentor recruitment lies with the entrepreneur herself. Given the proper tools of how to recruit a mentor, real

Outside Amman

Throughout the course of my interviews during this project, it is recognized that it will be more challenging to recruit mentors to serve the WAEDAT participants in the areas outside of Amman. Specifically, WAEDAT will be conducting trainings in the locations of Irbid, Zarqa and Madaba. Several strategies can be employed to recruit mentors who would be willing to serve as mentors for the protégés located outside of Amman. These would include:

1. WAEDAT business owners with several years of business experience may be qualified to serve as mentors for start-up business owners.
2. IRADA program can provide a source of potential leads of experienced business owners.
3. Local Chamber of Commerce
4. JOHUD/SBDC can explore the possibility of recruiting mentors from its existing relationships with businesses in these locations. The YEA/WAEDAT mentorship committee can form a team with JOHUD/SBDC to recruit identified potential mentors from businesses and associations outside of Amman.
5. Mentors in Amman may be willing to work with protégés outside of Amman. They may choose to have face to face meetings with their protégés initially and then keep in contact via telephone, mobile or email. Ideally there should still be meetings in person, but perhaps only every other month.

Appendix D – Mentoring Orientation Presentation

YEA/WAEDAT Mentor Training Program

April, 2005

Presented by Anne Beckley

What is Mentoring?

- An adult, dynamic, reciprocal relationship which is mutually beneficial
- A relationship in which a person with more experience takes interest in the business/career development of a person with lesser experience
- Opportunities for beneficial business/career opportunities beyond ordinary supervision or training
- Recognition of talent, followed by guidance, developing into a two-way relationship which leads to business/career success

A Mentor is...

- An advisor
- A role model
- A teacher
- A coach
- A friend

What are the benefits for the Protégé?

- Opportunity to increase skills, knowledge and confidence
- Increased potential for business visibility, promotional or networking opportunities
- An improved understanding of the entrepreneur's role in business
- Insights into the "unwritten" rules of business
- A supportive environment in which successes and failures can be evaluated

What are the benefits for the Protégé?

- Development of professionalism and self-confidence as a business owner through enhancing personal and professional effectiveness
- Recognition, satisfaction and empowerment as a business owner
- Manage stress and pressure of entrepreneurship more effectively
- Learn to better manage working with increased levels of uncertainty and complexity

What are the benefits for the Mentor?

- Personal satisfaction from contributing to the development of the protégé
- An ability to share experience and knowledge to assist another person's development
- Opportunity to add value and contribute to a business and in turn increase economic opportunity for the entrepreneur and their employees

What are the benefits for the Mentor?

- Ability to learn from another business person and new perspective on business
- Opportunity to initiate challenging discussions with an entrepreneur with a fresh perspective

Benefits of Mentoring Program to YEA and WAEDAT

- Participants will be more dedicated to their associations
- Members will consider any service related to the established of a new venture as a priority
- A demonstrated opportunity to engage in social responsibility

Responsibilities of Protégé

- Monthly meeting with mentor for an initial six month commitment
- Ask for resources and entrees into business networks
- Ask for trade secrets
- Listen to mentor's support and advice but make your own decisions
- Learn skills where you can

Responsibilities of Protégé

- Ask mentor to refer you to others in areas that not their area of expertise
- Share your experiences, successes and failures; demonstrate your development process
- Ask mentor to participate in events such as business opening or networking meetings
- Attend YEA/WAEDAT networking events
- Fill out progress reports with mentor and return to YEA/WAEDAT

Responsibilities of Mentor

- Monthly meeting with mentor for an initial six month commitment
- Be open to providing resources and entrees into business networks
- Listen to protégés issues, problems and challenges, be open to offer advice; let them make their own decisions
- Teach skills where you can and refer protégé to others in areas that are not your area of expertise

Responsibilities of Mentor

- Share your experiences, successes and failures; demonstrating your own development process – especially how you overcame challenges
- Ask your protégé to participate in important events in your own business such as business association meetings, office opening, etc. when appropriate
- Attend YEA/WAEDAT networking events
- Fill out progress reports with mentor and return to YEA/WAEDAT

Beginning the Mentoring Relationship

- Initial time is spent getting to know each other and building trust
- Review each others business plans if appropriate.
- Conduct mutual inventory of each others strengths, future strengths, business strengths, and areas for improvement
- Discuss needs and expectations

Beginning the Mentoring Relationship

- Establish meeting times, agendas and time limits
- Protégé can interview mentor about:
 - How she/he went into business
 - What challenges she/he faced
 - What challenges she/he is facing in her/his business
 - What strategies she/he tried that did or did not work
- Have field trips to each other's business if appropriate
- Meet at professional networking opportunities

Meeting Topics

- Meet to discuss a specific aspect of the protégé's business:
 - Marketing and Advertising
 - Cultivating and maintaining a clientele
 - Negotiating Skills
 - Sales Skills
 - Record keeping, taxes, banking and finance
 - Personnel Issues – Hiring and maintaining quality employees

Communication Tips

- Practice active listening
- Set Priorities
- Give specific concrete praise
- Communicate early and directly about any problems with relationship
- Ask for assistance from YEA/WAEDAT staff if needed
- Protégés should come up with their own solutions – mentors provide guidance and point to resources
- Mentors should be willing to share their own experiences, successes and failures

Stages of the Mentor/Protégé Relationship

- Initiation
- Development
- Disillusionment
- Take a Break
- Redefinition

Mentoring Success

- Over years the protégé and his/her business may develop to the point where now the protégé can share his/her experiences with others and become a mentor themselves.
- The former protégé and mentor have become peers

Appendix E – Mentoring Agreement